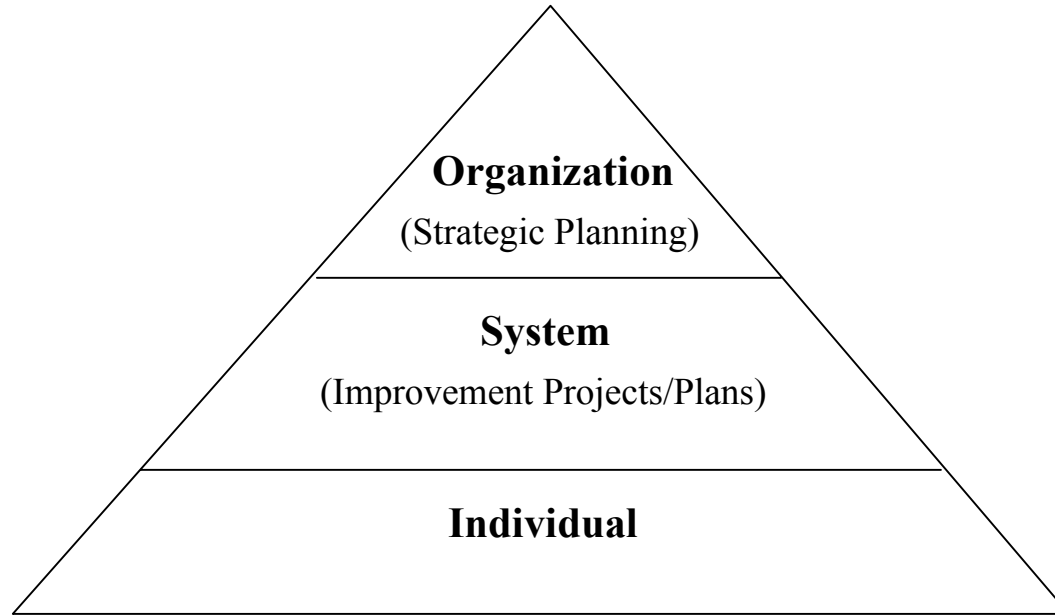


Three Levels of Focus Needed for Change



Organizational level change deals with the larger systems that help the organization set direction, develop plans, set priorities, and allocate resources.

System level change improves all work system components (suppliers, inputs, processes, products/services, customers, outcomes), whether that be determining customer expectations, redesigning products, or reengineering processes.

Individual level change deals with the products and systems that help employees excel and grow - including performance expectations, development plans, positive reinforcement, and training.

In Missouri's strategic planning model, department strategic plans are helping to guide organizational level change and the improvement projects and plans are helping to guide system level change. It is important to remember, however, that **measurement, analysis, improvement, and planning are critical components of all three levels of change.**

Note: The 3 Levels of Focus comes from Ken Miller's "The Change Agent Survival Guide."